

Introduction

City Service Areas

CITY SERVICE AREAS

Community & Economic
Development

Environmental & Utility
Services

Neighborhood Services

Public Safety

Transportation & Aviation
Services

Strategic Support

What is a City Service Area?

City Service Areas (CSAs) integrate services provided in individual departments into the City's five key lines of business – Community and Economic Development, Environmental and Utility Services, Neighborhood Services, Public Safety, and Transportation and Aviation Services. An additional CSA, referred to as “Strategic Support,” represents the internal functions that enable the other five CSAs to provide services to the community. These cross-departmental CSAs provide a forum for strategic planning and investment decisions within the context of the Mayor and City Council Policy Priorities. Plans, policies, and investment decisions at the CSA level are then carried out through departmental core and operational services.

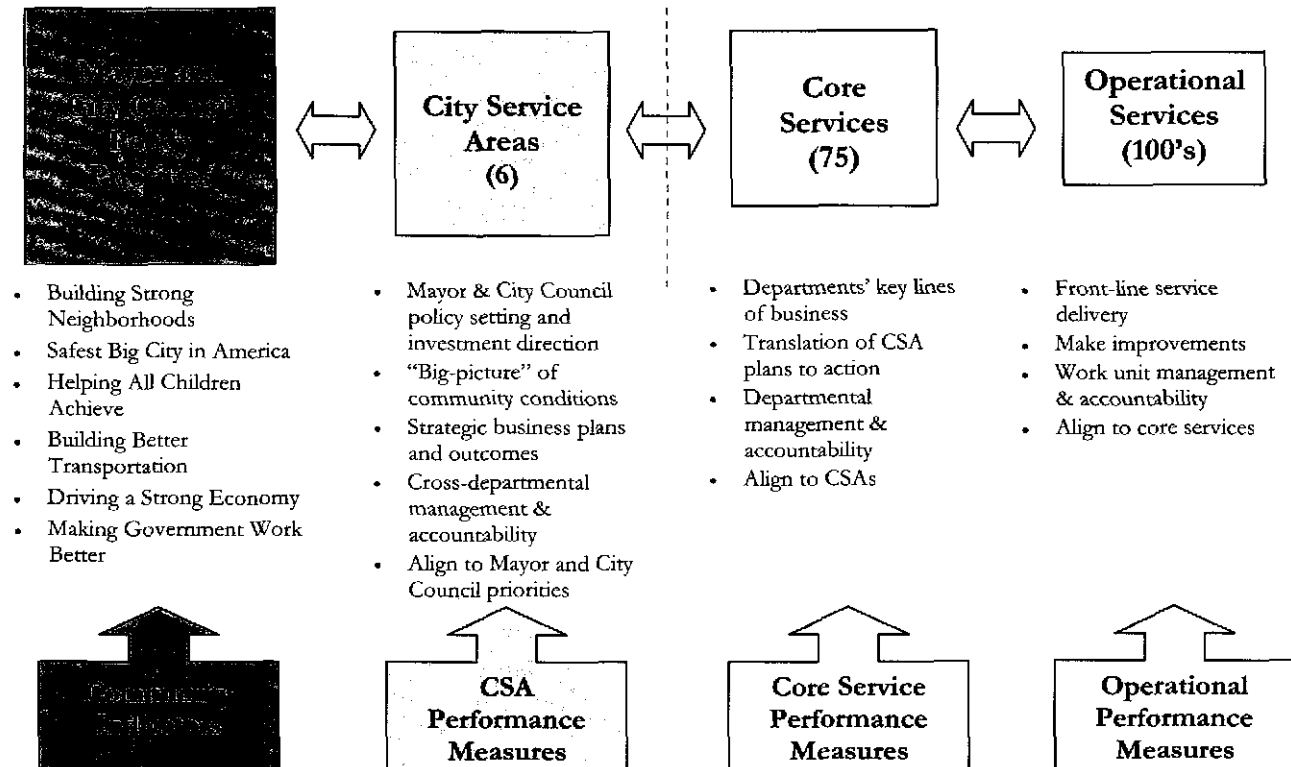
The following pages present an overview of the CSA framework and how it is used in San José's operating and capital budgets and in performance reporting to the City Council and the public.

MAYOR AND CITY COUNCIL POLICY PRIORITIES

- Building Strong Neighborhoods
- Safest Big City in America
- Helping All Children Achieve
- Building Better Transportation
- Driving a Strong Economy
- Making Government Work Better

City Service Areas

Investing in Results City of San José's Service Delivery Framework for Performance-Driven Government



Customer-Focused and Results-Driven Service Delivery

The City is in the seventh year of an initiative called "Investing in Results (IiR)." IiR involves building a framework to help the City be customer-focused and results-driven in delivering services to the community. At every step of the way, the focal point of IiR is meeting customer needs.

The IiR framework aligns front line (or operational) services to the Mayor and City Council Policy Priorities. This structure acknowledges the complexity of the organization and the wide variety of services delivered and provides tools at all levels of the organization to plan, manage, and measure the results that customers experience.

The 2002-2003 Operating Budget was San José's first performance-based budget developed by CSA and based upon five-year Business Plans. CSAs enable the City to strategically plan and show results of the collaboration among departments. Each CSA aligns the efforts of a number of core services (each with its own set of performance measures) into the City's key lines of business.

Both the operating and capital budget documents are now aligned to the CSA framework. A CSA-based capital project reporting system has been implemented along with consistent performance measures to ensure that the City meets its quality, on-time, and on-budget goals for project delivery.

CSA Alignment for the Budget Document

The operating budget document is no longer organized by department, reflecting instead San José's service delivery-based framework for performance-driven government. In that framework, each of the 75 departmental core services is aligned to one of six CSAs to which it contributes. A "map" detailing the alignment of the 75 core services to the six CSAs, including a description of the CSA mission and a listing of the CSA outcomes (the "ends" to which the plans, efforts, resources, and results of the CSA are directed) is provided at the end of this Introduction.

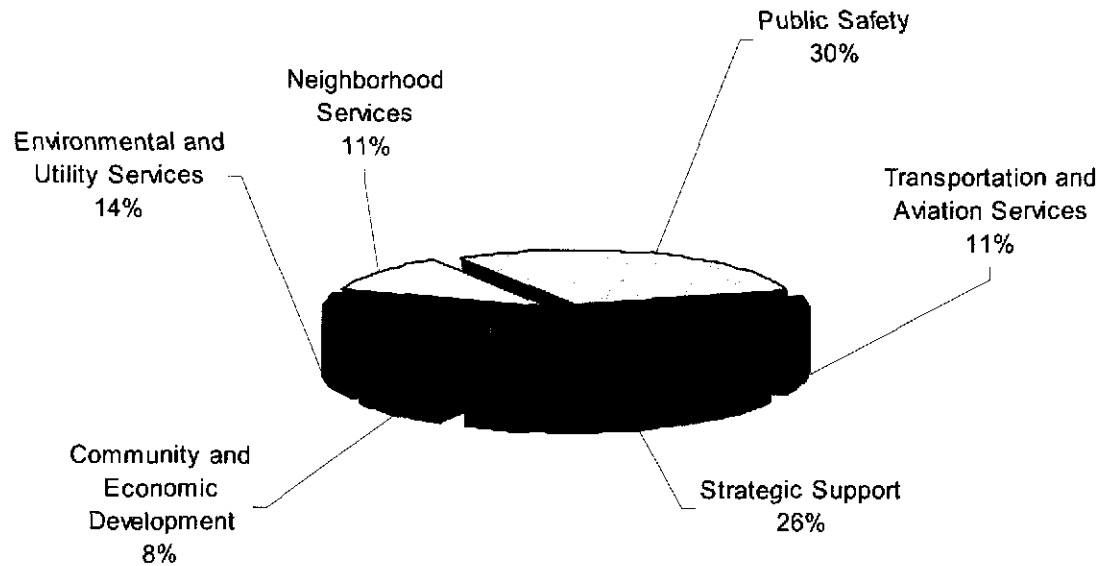
Each of the CSA overview sections that follow includes a description of the CSA's mission and partner departments, a CSA outcome listing, budget and performance highlights, and total budget by core service. This is followed by a Five-Year Business Plan stating current position; selected community indicators; trends, issues, and opportunities; policy framework; general plan alignment; and key strategic goals and objectives. The Two-Year Investment Strategy, which guides the implementation of service delivery priorities within the constraints of available resources (for year two of the strategy a very preliminary and rough estimate was given for CSA General Fund reduction targets that amounted to a Public Safety CSA target of 1% and a target of 8.2% for all other CSAs), is next, with current and planned performances reported for each of the CSA outcomes. Finally, a summary of budget changes is provided for each CSA, which also links each change to more detailed descriptions in the relevant departmental core services sections which follow the CSA overview.

Resource Allocation by CSA

In the following CSA Budget Summary and in the individual CSA sections which follow, the operating budget resources are presented by CSA, as well as by core service, and include personal services expenditures for all funds, non-personal/equipment expenditures for all funds with the exception of capital funds, and city-wide expenditures. A CSA Position Summary is also included and is presented elsewhere in this document at the core service level.

City Service Areas

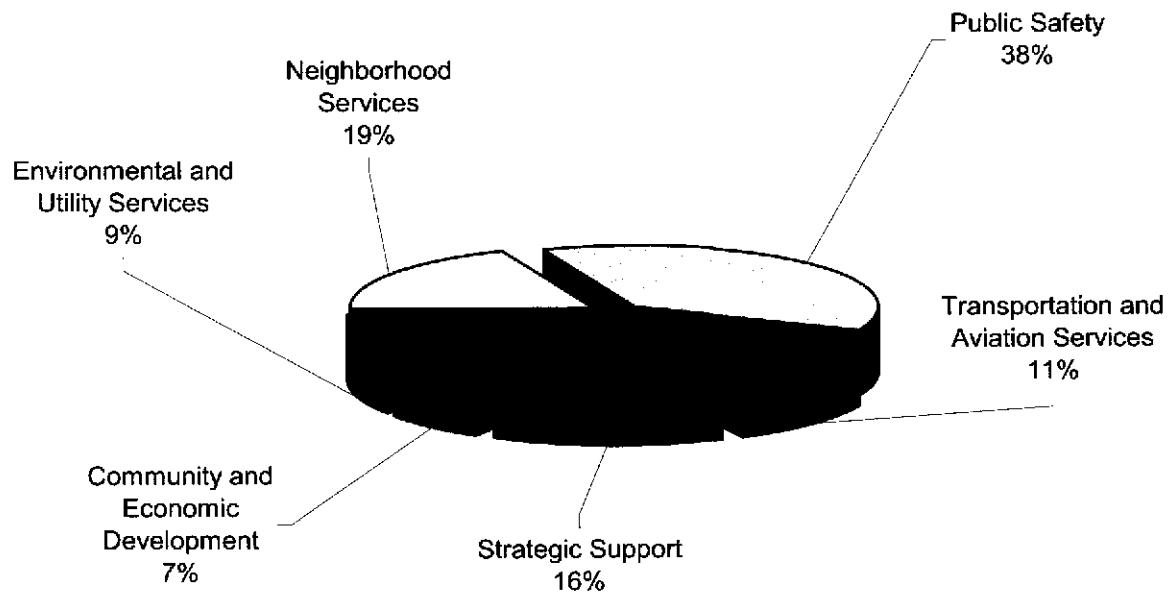
City Service Area Budget Summary



	2004-2005 Actual 1	2005-2006 Adopted 2	2006-2007 Forecast 3	2006-2007 Adopted 4	% Change (2 to 4)
Dollars by CSA					
Community and Economic Development	78,153,689	100,942,646	88,135,126	113,791,643	12.7%
Environmental and Utility Services	155,121,406	168,722,134	175,871,657	181,081,243	7.3%
Neighborhood Services	122,224,992	137,707,415	129,281,175	142,066,255	3.2%
Public Safety	345,743,919	368,018,467	377,278,835	393,646,973	7.0%
Transportation and Aviation Services	127,314,089	132,988,214	145,936,616	151,030,860	13.6%
Strategic Support	179,955,329	270,959,581	272,526,645	344,054,387	27.0%
Total	1,008,513,424	1,179,338,457	1,189,030,054	1,325,671,361	12.4%

Introduction City Service Areas

City Service Area Position Summary



Staffing by CSA

	2004-2005 Actual 1	2005-2006 Adopted 2	2006-2007 Forecast 3	2006-2007 Adopted 4	% Change (2 to 4)
Community and Economic Development	475.68	474.91	482.90	512.10	7.8%
Environmental and Utility Services	594.16	596.36	594.63	612.63	2.7%
Neighborhood Services	1,168.63	1,248.30	1,232.67	1,297.19	3.9%
Public Safety	2,540.45	2,542.45	2,534.45	2,579.86	1.5%
Transportation and Aviation Services	792.44	756.14	767.87	776.87	2.7%
Strategic Support	1,074.45	1,053.60	1,051.58	1,064.63	1.0%
Total	6,645.81	6,671.76	6,664.10	6,843.28	2.6%

**COMMUNITY & ECONOMIC
DEVELOPMENT CSA**

Mission: To manage the growth and change of the City of San José in order to encourage a strong economy, ensure a diverse range of arts, cultural and entertainment offerings, and create and preserve healthy neighborhoods.

Outcomes:

- Strong Economic Base
- Diverse Range of Events, Arts and Cultural Offerings
- Safe, Healthy, Attractive and Vital Community

Core Services

**CITY MANAGER – ECONOMIC
DEVELOPMENT**

- Arts and Cultural Development
- Business/Job Attraction, Retention, Expansion and Creation
- Outdoor Special Events
- Workforce Development

CONVENTION FACILITIES

- Convention Facilities

FIRE

- Fire Safety Code Compliance

PBCE

- Development Plan Review and Building Construction Inspection
- Long Range Land Use Planning

PUBLIC WORKS

- Regulate/Facilitate Private Development

REDEVELOPMENT AGENCY

- Enhance the Quality and Supply of the City's Housing Stock
- Initiate and Facilitate Private Development
- Initiate and Facilitate Public Facilities and Spaces
- Promote and Implement Neighborhood Improvement Strategies

**ENVIRONMENTAL & UTILITY
SERVICES CSA**

Mission: Provide environmental leadership through policy development, program design and reliable utility services.

Outcomes:

- Reliable Utility Infrastructure
- Healthy Streams, Rivers, Marsh and Bay
- "Clean and Sustainable" Air, Land and Energy
- Safe, Reliable, and Sufficient Water Supply

Core Services

ENVIRONMENTAL SERVICES

- Manage Potable Water
- Manage Recycled Water
- Manage Recycling and Garbage Services
- Manage Urban Runoff Quality
- Manage Wastewater
- Protect Natural and Energy Resources

TRANSPORTATION

- Sanitary Sewer Maintenance
- Storm Sewer Management

**NEIGHBORHOOD SERVICES
CSA**

Mission: To serve, foster, and strengthen community by providing access to lifelong learning, opportunities to enjoy life, ensuring a diverse range of housing opportunities and preserving healthy neighborhoods.

Outcomes:

- Safe and Clean Parks, Facilities and Attractions
- Vibrant Cultural, Learning and Leisure Opportunities
- Healthy Neighborhoods and Capable Communities
- Diverse Range of Housing Opportunities

Core Services

HOUSING

- Increase the Affordable Housing Supply
- Maintain the Existing Affordable Housing Supply
- Provide Services to Homeless and At-Risk Populations

LIBRARY

- Promote Lifelong Learning and Provide Educational Support
- Provide Access to Information, Library Materials and Digital Resources

PRNS

- Community Strengthening Services
- Life Enjoyment Services
- Neighborhood Livability Services

PBCE

- Community Code Enforcement

City Service Area – Core Service Map

PUBLIC SAFETY CSA

Mission: Provide prevention and emergency response services for crime, fire, medical, hazardous and disaster related situations.

Outcomes:

- The Public Feels Safe Anywhere, Anytime in San José
- Residents Share the Responsibility for Public Safety

Core Services

EMERGENCY SERVICES

- Emergency Preparedness and Planning
- Emergency Response and Recovery

FIRE

- Emergency Response
- Fire Prevention

INDEPENDENT POLICE AUDITOR

- Independent Police Oversight

POLICE

- Crime Prevention and Community Education
- Investigative Services
- Regulatory Services
- Respond to Calls for Service
- Special Events Services

TRANSPORTATION & AVIATION SERVICES CSA

Mission: To provide the community with safe, secure, and efficient surface and air transportation systems that support San José's livability and economic vitality.

Outcomes:

- Provide Safe and Secure Transportation Systems
- Provide Viable Transportation Choices that Promote a Strong Economy
- Travelers Have a Positive, Reliable and Efficient Experience
- Preserve and Improve Transportation Assets and Facilities
- Provide a Transportation System that Enhances Community Livability

Core Services

AIRPORT

- Airport Customer Service
- Airport Environmental Management
- Community Air Service

POLICE

- Traffic Safety Services

TRANSPORTATION

- Parking Services
- Pavement Maintenance
- Street Landscape Maintenance
- Traffic Maintenance
- Transportation Operations
- Transportation Planning and Project Delivery

STRATEGIC SUPPORT CSA

Mission: To effectively develop, manage and safeguard the City's fiscal, physical, technological and human resources to enable and enhance the delivery of City services and projects.

Outcomes:

- A High Performing Workforce that is Committed to Exceeding Internal and External Customer Expectations
- Safe and Functional Public Infrastructure, Facilities and Equipment
- Effective Use of State-of-the-Art Technology
- Sound Fiscal Management that Facilitates Meeting the Needs of the Community

Core Services

FINANCE

- Debt and Risk Management
- Disbursements
- Financial Reporting
- Purchasing and Materials Management
- Revenue Management

GENERAL SERVICES

- Facilities Management
- Fleet and Equipment Services

HUMAN RESOURCES

- Employee Benefits
- Employment Services
- Health and Safety
- Performance Development

INFORMATION TECHNOLOGY

- Manage and Support the Information Technology Infrastructure
- Provide Enterprise Technology Systems and Solutions
- Support Departmental Technology Services

PUBLIC WORKS

- Plan, Design and Construct Public Facilities and Infrastructure

RETIREMENT

- Administer Retirement Plans

MAYOR, CITY COUNCIL AND APPOINTEES

Mission: Council appointees exist to support and advance the collective work done by the City organization through leadership, communication, and coordination.

MAYOR AND CITY COUNCIL

- Office of the Mayor
- City Council

CITY ATTORNEY

- Legal Representation
- Legal Transactions

CITY AUDITOR

- Audit Services

CITY CLERK

- Facilitate the City's Legislative Process

CITY MANAGER

- Analyze, Develop and Recommend Public Policy
- Lead and Advance the Organization
- Manage and Coordinate City-Wide Service Delivery